The Navy Attacks Paperwork

SCRAP -- an acronym for Selective Curtailment of Reports And Paperwork -- identifies a project now under way in the Navy. Conceived by Under Secretary of the Navy Paul B. Fay, it is headed by the Naval Inspector General, Rear Admiral F. J. Becton and fully supported by the Secretary of the Navy, Paul H. Nitze and Chief of Naval Operations, Admiral David L. McDonald. So fully supported, in fact, that it has been given a special "SECNAV Designated Project" status. This puts it on the same footing as the Polaris Program and Surface Missile System Program and Anti-Submarine Program--other so designated projects in the Navy.

The need for SCRAP has become disturbingly obvious in the past few months. The combat readiness of the fleet is in danger of being smothered under a mountain of paperwork--under the very reports and instructions which have been designed to keep tabs on and increase the combat readiness of the fleet.

Officers and men are spending more time in maintaining records on gunnery, for example, than on actual or simulated firing practice with the guns. Equipment is being crowded out of ships because of the space required for files of directives, correspondence and publications. These are just two problem areas. There are hundreds.

The Paperwork Crisis is not new or limited to the Navy; it has been growing steadily over the years. Previous attempts to deal with it have, all too often, resulted in more paperwork. Lack of success has been partly due to piecemeal attempts to revise procedures which were not supported topside. Frequently, isolated studies of problems have been duplicated in other commands but project SCRAP is being coordinated and directed from the top level of command.

Although SCRAP is a single plan to reduce paperwork, the implementation of the plan involves a joint effort of two key figures: (1) the Naval Inspector General (NIG) as Project Manager has a special one-time responsibility for Project SCRAP, and (2) the Navy Management Office (NMO) has continuing responsibility for Paperwork Management in the Department of the Navy. These tasks which complement and support each other are being coordinated to avoid duplication and overlap.

Present plans and efforts in implementing SCRAP are concentrated in four major areas:

Surveys and Appraisals. NIG/NMO assisted by the Chief of Naval Operations (CNO) will examine selected areas aboard various types of ships and at shore stations to identify specific Fleet paperwork problems. Actual problems will be brought out in the open. NIG will identify both the problems and the responsible officials and direct corrective action, either by the appropriate bureau or office or by NMO as part of the continuing Navy-wide Program.

An on-site appraisal of paperwork management programs of all bureaus and major offices will cover the formalized efforts within Navy Department Headquarters, Washington, to manage all aspects of their paperwork, i.e., systems, procedures, forms, reports, directives, correspondence, records systems, records disposition, and office equipment. In these areas the appraisal will include: staffing and organizational placement, effectiveness of analysis and controls, program promotion, technical assistance and training being given, extent of guidance provided to subordinate activities, and identification of areas requiring additional emphasis.

Improvement of Paperwork Management Program. NMO will overhaul, modernize and update the policies and procedures governing the continuing control of paperwork management. Obsolete publications such as the correspondence and reports manuals will be revised. Promotional material will be developed.

One-time "House Cleaning" of Paperwork Management Problems. This "crash" program, which is being conducted by responsible operating officials at all levels, will cover the six major areas of paperwork--reports, forms, records, directives, correspondence, and mail and files. The Secretary of the Navy has issued directives which assign responsibilities, provide guidance, and establish

deadline for completion of each of these paperwork areas:

The special Directives review which began on 1 July should be completed by 1 September.

The comprehensive review of reports and forms requested by SECNAVNOTE 5213 of 10 August established a schedule which will be conducted in several increments. An examination of public reports, part of a government-wide study initiated by the Bureau of the Budget, is now in progress. This will be followed by a review which will begin in the Fleet with an examination of all reports required by or prepared by components of the Operating Forces. Results of this review will be passed along and incorporated in a similar review of reports in field activities. Final review will be by Navy Department bureaus and offices in Washington.

The planned schedule is:

Review of public reports - 1 April - 15 December 1964

Fleet review of reports and forms - To be completed on 31 December 1964

Field review of reports and forms - 1 December 1964 - 15 February 1965

Departmental review of reports and forms - 1 March - 1 May 1965

Secretarial-level review of unaccepted recommendations - 1 May - 30 June 1965

The Naval Inspector General will monitor this review.

Selected Study Projects. Study teams will focus on particular problem areas which have been designated as high priority and offer maximum possibilities for improvement; or are beyond the normal resources, skills, or jurisdiction of individual operating officials. For example, NMO will examine the relationship of automatic data processing to reports management to seek a solution to problems arising from the incompatibility of the concepts and policies of ADP reporting operations today and the concepts and procedures of reports management as required by current SECNAV directives.

AN ALL HANDS EFFORT

Not all of the problems to be solved by SCRAP are Navy-wide; many of them are of a limited, local nature. The Navy expects each commanding officer of each unit to undertake his own SCRAP drive and clean up his own problem areas, as well as contribute to the over-all project.

"This is not a short-term effort," the Naval Inspector General emphasized. "When we finish, the Navy will be thoroughly SCRAPPED and we intend to keep it that way."

Provide Scientists. . . .

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"light pen" sensors for aid in editing or other operator initiation of program reaction to displayed data. Examples of potential uses of such display equipment are the display and alteration of flow charts and coding lists, display and filtering of graphical data, display and manipulation of mathematical formulae, and sketching and simultaneous digitizing of shapes or curves.

NWL is in the process of procuring an IBM system /360 Model 30 computer to be used as an experimental tool in these research studies. This system will have two on-line user terminals, each including a typewriter and a buffered CRT display with light pen and keyboard entry. Also included in the system will be a disc-pack for bulk data storage, and a card reader-punch for general input-output.

As the prime agency of the Bureau of Naval Weapons in the field of computation and data processing, the Naval Weapons Laboratory has operated large-scale digital computing facilities since 1947. Present systems include STRETCH (IBM 7030), the Naval Ordnance Research Calculator (NORC), two IBM 1401's, the Universal Data Transcriber (UDT), the computer for the Polaris MK 84 fire control system and a wide variety of miscellaneous supporting equipment. IBM 7090 and 7030 computer operations are also conducted at other installations as the workload requires.

In addition to providing analysis and computing services in such areas as exterior ballistics, astronautics, geoballistics, operations research, war gaming, and business data processing, the Computation and Analysis Laboratory has been active in the development of computer hardware and software systems. Past developments have included the Universal Data Transcriber, many improvements in the NORC system, a FORTRAN compiler for the NORC, and the equipment for the Automatic Digital Data Acquisition System (ADDAS) for the Navy's space surveillance program. The Computation and Analysis staff totals approximately 350 people, including 65 programmers and 185 other scientists and engineers. In August 1964 the Laboratory moved into its new quarters, a 63,000-square-foot office and computer building recently constructed at Dahlgren, Virginia.